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EVALUATION
Report of the Administrator

SUMMARY

The present report on evaluation, covering July 2000 to June 2001, details the progress achieved by UNDP in three strategic areas of the evaluation function: (a) aligning monitoring and evaluation practices with results-based management (RBM) principles; (b) strengthening substantive accountability; and (c) promoting organizational learning and partnerships. The report also presents the organization's substantive performance results from two main sources of empirical evidence: macro-level performance based on project evaluation data, and completed evaluations from UNDP and its associated funds and programmes. The report concludes with future strategic directions to meet the ongoing challenges for the increasingly central role of evaluation in contributing to organizational and development effectiveness.

UNDP demonstrates positive results in advancing RBM tools and methodologies across all levels of UNDP operations. Progress has been made in refining the strategic results framework, improving the methodology upon which the results-oriented annual report (ROAR) for 2000 was prepared, and in aligning monitoring and evaluation practices with results-oriented approaches designed to achieve a more transparent, rigorous and verifiable assessment of performance. UNDP has drawn on the extensive experience and lessons learned through country-office operations in furthering these RBM methodological innovations.

Both areas of substantive accountability and organizational learning are playing an increasingly central role in contributing to the UNDP culture of performance. UNDP has initiated the development of a knowledge-management strategy to serve as a driving force for improved organizational and development effectiveness. In turn, the empirical evidence from all evaluative exercises for substantive accountability and organizational learning can be more fully integrated to contribute real-time information for strategic planning and decision-making, as well as improved transparency and accountability.

Finally, the report points out the important efforts undertaken by UNDP in understanding how organizational effectiveness, increasingly through RBM approaches, gets translated into development impact. An element of this challenge, already being addressed by UNDP, is by investing in partnerships, working closely with other evaluation agencies, and building evaluation capacity in developing countries.

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I. INTRODUCTION

1. The evaluation function continues to evolve as UNDP responds to the challenge of internalizing results-based management (RBM) and in creating a performance-driven culture in the organization. While considerable progress has been made in strengthening evaluation as part of improved transparency and in forging a tighter link between evaluative work and improved decision-making and management, these challenges require renewed emphasis on building partnerships and on improved methodologies and approaches in defining and measuring results and in enhancing the substantive performance of the organization. It has brought out in particular the pressing challenge of making early progress in ensuring that empirical evidence plays a critical role in improving the quality and impact of UNDP-supported projects and programmes, as part of the overall knowledge-management strategy of UNDP.

2. There are clear, positive results. The demand for evaluative information has clearly risen, with a sharp increase in the number of evaluations in 1999 and 2000. The greater use of evaluative information by the organization is also discernible in the results-oriented annual report (ROAR) for 2000 and in an analysis of the evaluation plans. The present report, covering the period July 2000 to June 2001, examines the areas of progress in evaluation and the continuing challenges that the organization is responding to. More generally, the Administrator seeks in this report to inform the Executive Board on how the evaluation function is changing as UNDP attempts to improve its effectiveness and its contribution to development results. While highlighting some of the progress made, the report recognizes some of the newer methodological challenges that are emerging not only for UNDP itself but also more broadly for the development community with the growing focus on global targets and the role partners play in achieving them. It raises issues of "shared" accountability and the need for effective coalitions in support of specific change.

3. The present report begins with an examination of progress achieved and ongoing challenges posed in three strategic areas of the evaluation function: (a) aligning monitoring and evaluation practices with RBM principles; (b) strengthening substantive accountability; and (c) promoting organizational learning and partnerships. It then provides substantive performance results from two main sources of empirical evidence: UNDP macro-level performance based on project evaluation data, and completed evaluations from UNDP and its associated funds and programmes. Finally, it frames future strategic directions to meet the ongoing challenges for the increasingly central role of evaluation in contributing to organizational and development effectiveness.

II. PROGRESS AND CHALLENGES

A. Results-based management (RBM)

4. The ROAR 2000 benefited from a number of refinements that incorporated the feedback and experience gained to date by country offices in applying RBM principles. The SRF was refined. The methodology used to analyse and prepare the ROAR was improved, including a verification exercise drawing upon evaluative reports to validate the information being provided by programme units. An RBM database was developed and training carried out, including for staff from all country offices and headquarters units. An analysis of regional trends was prepared to be used by the regional bureaux for internal management. Now that the Executive Board has discussed the ROAR 2000, UNDP plans to move to the next stage in the RBM process by using the ROAR-generated lessons and results for strategic planning, evaluation and policy guidance. In this context, the alignment of monitoring and evaluation practices with RBM is one key step taken by the organization to assess performance better within the framework of new UNDP business model. Many of the realignment practices are driven by the broader organizational effort to simplify all operational tools and practices, eliminating unnecessary processes that do not contribute to the UNDP culture of performance and that imply high transaction costs. A simplification effort is under way involving the regional bureaux, the Bureau of Management, the Operations Support Group, and the Evaluation Office to ensure that RBM is embedded into the programming and reporting of the organization. This effort is intended to forge a tighter link between planning work and the delivery of results and draws upon results of the experimentation being carried out in the field by selected country offices.

5. The realignment of UNDP monitoring and evaluation instruments is reinforcing key dimensions of the strategic shift by UNDP to focus on development results and outcome-level performance. The key methodological refinements involve improved measurement and assessment of the results of the strategic results framework (SRF) mechanism; capturing soft interventions such as policy advice, dialogue and advocacy; more rigorous definition and use of indicators; and assessing the partnership strategy that UNDP pursues towards the achievement of targeted results. In the revision process, UNDP is working in partnership with selected country offices to test the methodological innovations and rely on field-level application of the new evaluation approaches. Currently, the evaluation of outcome-level performance is being tested in China and Mauritania. All methodological realignment to RBM is being reflected in the revised UNDP *Handbook on Results-Oriented Monitoring and Evaluation*, which will be completed by the third quarter of 2001. Thereafter, the Evaluation Office will begin the process of mainstreaming results-oriented monitoring and evaluation practices throughout the organization, in parallel with staff training and expanded technical support and advice to country offices.

6. Results-oriented evaluation approaches are a means to embed RBM and strategic thinking more deeply within the organization, linked to the day-to-day work of country offices and closely connected to the ROAR. With the stress on assessing the partnership strategy that UNDP pursues towards the achievement of targeted outcomes, UNDP expects a future growth in joint monitoring and evaluation exercises with development partners. The new approach for results-oriented evaluation is designed to foster joint evaluations on an increased scale and in closer coordinated monitoring of selected outcomes with development partners at the country level.

7. Key challenges remain, however, that call for a continuous process of learning and improving on the measurement of results and performance management. In particular, increased investments are required in the areas of indicators, attribution, and staff training. The proposed innovations assume a change in the culture and behaviour of staff in the organization – and its partners. These are challenges that UNDP faces as it strives to strengthen RBM into its management practices and operational tools and, as it moves forward, to promote broader development outcomes in line with the millennium targets.

B. Substantive accountability

8. Enhancing substantive accountability presents an ongoing challenge for UNDP. Although UNDP has some elements that address this objective, the sum of these elements does not as yet constitute a substantive accountability framework that accords with the organization's transformation. The introduction of RBM presents an important opportunity to develop such a cohesive and integrated framework from existing but dispersed elements.

9. One part of this framework includes effective oversight, which becomes an organizational imperative in the decentralized and changing environment to intensify and deliver development results. UNDP has put in place the Oversight Group which brings together the accountability elements for development results, organizational transformation and substantive accountability. As stated in the annual report on internal audit and oversight (DP/2001/13), this mechanism coordinates and optimizes the oversight roles of the Operations Support Group, the Office of Audit and Performance Review, and the Evaluation Office, thereby strengthening the links and synergy of all oversight tools.

10. The Evaluation Office has a key role in promoting and reinforcing the development of a substantive accountability framework through linking various monitoring and evaluation tools and methodologies. Three key instruments of such a framework comprise the evaluation compliance system, the tracking system of actions taken on evaluation recommendations, and developing an approach to assess impact. These tools and methodologies are at different stages of development and operationalization.

1. Evaluation compliance

11. Evaluation compliance remains a key aspect of substantive accountability. For the project-approval period covered by the present report, 1991, a 72 per cent compliance rate was attained, an increase from 64 per cent reported last year (DP/200/34) but short of the targeted 75 per cent rate (see annex). While the Regional Bureau for Asia and the Pacific (RBAP) has registered the strongest performance with a compliance rate of 84 per cent (up from 78 per cent as reported in 2000), in spite of having the largest portfolio of projects evaluated, the Regional Bureau for Arab States (RBAS) has registered the highest rate of increase - from 54 per cent to 77 per cent. The low compliance rate in the Bureau for Development Policy (BDP), up from 29 per cent to 50 per cent, in part affected the attainment of the targeted 75 per cent compliance rate. The information on the annex further reveals that the number of evaluation reports submitted to the Evaluation Office in 2000 increased by 26 per cent (up to 178 reports from 141 received at the same time in 2000). The consistent trend in the yearly increase in the number of evaluations recorded since the introduction of RBM in 1998 is a significant development for the role and potential improved use of empirical evidence for organizational and development effectiveness.

12. Precisely because of the increasing demands placed on the organization by RBM, however, the current compliance system is not the most effective approach for providing timely evaluation information required to inform corrective actions and policy decisions. Thus, with the priority focus on achieving a tighter link between evaluation recommendations and lessons learned, on the one hand, with management decisions and improved organizational practice, on the other, UNDP is currently designing an evaluation-tracking system to serve as a planning and monitoring tool for conducting evaluations, following up on management responses to evaluation recommendations, and tracking their progress of implementation. The new tracking system, to function as a real-time instrument, will make greater use of evaluation plans and contribute to more effective management actions. After initial testing in selected country offices, the tracking system will be revised by the end of 2001

13. As indicated in the 2000 report, the evaluation plans were analysed to examine the breakdown of evaluations scheduled to be conducted in 2000 by regional bureaux and area of focus. The results reveal that in three regional bureaux, the highest concentration was on governance-related evaluations. The Regional Bureau for Latin America and the Caribbean (RBLAC) at 40 per cent; the Regional Bureau for Europe and the Commonwealth of Independent States (RBEC) at 25 per cent, and the Regional Bureau for Africa (RBA) at 31 per cent. The second highest concentration for each of these bureaux was: RBLAC poverty (14 per cent); RBEC poverty (15 per cent), RBA environment (26 per cent). For RBAP, the highest concentration was in poverty (31 per cent), followed by governance (26 per cent), while RBAS registered the highest concentration in poverty (45 per cent), followed by environment (19 per cent). The areas of gender, HIV/AIDS, information and communications technology, and conflict and post-conflict ranged between 1 per cent and 8 per cent for all bureaux. These results provide a more complete analysis than the preliminary findings indicated in last year's report.

14. The results-driven evaluation tracking system will be made operational through the use of multi-year rolling evaluation plans, whereby all country offices and headquarters operational units establish evaluation goals for selected SRF outcomes in a given country cooperation framework (CCF) period. Evaluation plans thus become the building block for a tracking framework that links recommendations with decision-making processes and implementation. Steps will be taken to integrate this tracking system into the UNDP web-based management information system for RBM, thereby providing a real-time record of evaluation activities and serving as the institutional memory of all evaluations with their corresponding findings and results. Thus, the tracking system is designed to monitor the totality of UNDP evaluative work, communicate progress towards recommendation implementation, and serve as a repository of empirical evidence that can be tapped for organizational learning and knowledge management.

2. Methodologies to assess impact and improve feedback

15. At the corporate level, the ROAR functions as the principal instrument to provide feedback on UNDP performance in contributing to key development results at the country, regional and global levels. Although only on this year, the ROAR 2000 provides concrete examples of how this instrument strengthens substantive accountability, including identifying areas for future evaluation. In relation to the previous report, the ROAR 2000 reveals significant changes in the trends and focus of UNDP areas of interventions, as well as empirical evidence of achieving results that are in line with the broad goals set out in the Administrator's Business Plans. The ROAR 2000 itself was prepared with a refined methodology that resulted from the lessons learned in preparing the ROAR 1999 and the comments that the Executive Board made on it.

16. With the wider adoption of RBM principles across the organization, UNDP now sees three key instruments of the evaluation function, which working together, constitute the potential elements of a substantive accountability framework. The three elements are monitoring and evaluation instruments for in-depth assessments of output and outcome results (covered under paragraphs 5-7 above); country-level exercises, currently the country review, that assess and validate the strategic contribution of UNDP interventions to development outcomes; and country-level impact assessments (CLIAs) that assess the impact of UNDP support to a country over a longer period. The monitoring and evaluation instruments are already advanced, while the CLIA methodology needs more work.

17. Country reviews have served so far as a key management, accountability and learning tool for UNDP, governments, and by extension, the Executive Board, vis-à-vis UNDP engagement at the country level. With the corporate shift to RBM, however, country reviews must become more results oriented with more emphasis on development results and partnership strategies. By having a results orientation, the assessment and validation provided by country reviews of UNDP support are central to the formulation process of new CCFs.

18. In November 2000, the custodianship of country reviews was transferred from the Operations Support Group to the Evaluation Office, which has since been leading the methodological alignment of country reviews with RBM principles. For 2001, country reviews are planned in more than 50 countries whose CCFs are expiring. Based on a series of consultations, interim arrangements were adopted in the conduct of country reviews until the new RBM-compliant methodology is fully developed. As part of the revision process, the Evaluation Office, as an independent office, will directly conduct country reviews in a selected number of countries in 2001. The purpose of these country reviews is to meet the need for quality assurance and validation of development results. The reviews will address a set of core issues relating to UNDP strategic positioning and programme relevance, programme performance, programme management, and lessons learned. The countries for these reviews will be selected on the basis of geographical balance, typology of country, and coverage of UNDP areas of focus and core practices. The Evaluation Office will present these country reviews, together with a global analysis of lessons learned, at a future session of the Executive Board.

19. During 2000, the Evaluation Office completed testing the CLIA methodology in Burkina Faso and Malawi. The objective of a CLIA is to provide empirical evidence on the overall contribution and impact of UNDP interventions over an extended period of time while strengthening and refining the methodological tools and approaches to capture accurate results at the outcome and impact levels. In 2001, CLIA testing began in the Philippines, marking the completion of the first phase of the exercise. The results from the three countries already point to the potential for assessing the impact of development interventions over a longer period but also raise the issue of the high transaction costs that are involved in applying such a challenging methodology.

20. The participatory nature and validation of findings using a variety of methods (stakeholder perception, documentary evidence, quantitative and survey analysis) are valuable. A workshop will be organized to refine the CLIA methodology and establish the parameters that will have the least transaction costs for the organization. The Evaluation Office hopes to consolidate the progress made on CLIAs by (a) bringing more conceptual and analytical

rigour to the methodology and process; (b) enhancing capacity to conduct impact assessments; and (c) extending this knowledge to other programme countries and conducting a limited number of assessments.

C. Organizational learning and partnerships

21. UNDP remains heavily committed to knowledge management, recognizing that empirical evidence and learning generated by evaluations is at the core of this corporate commitment. In direct response to a key recommendation of the evaluation of the sub-regional resource facility (SURF) system conducted in 2000, UNDP initiated in January 2001 the development of a knowledge management strategy that will spell out, among other things, the ways in which UNDP intends to define, organize and apply knowledge for work and for learning. As part of the formulation process, UNDP conducted a global on line consultation to solicit the views of UNDP staff at large on the topic, an action-oriented workshop to synthesize the issues of the on-line consultation, and a knowledge management seminar with UNDP senior management in which parameters were established for the incorporation of a knowledge management strategy by the end of 2001. The elaboration of the strategy itself is being undertaken by four central units with key roles in different aspects of knowledge management, namely the Bureau for Development Policy, the Learning Resources Centre, the Office of Information Systems and Technology, and the Evaluation Office.

22. The major objective in adopting a knowledge management strategy in UNDP is to provide strong incentives for learning in the decentralized environment of the organization. Further, it will assure that the role of monitoring and evaluation, firmly rooted in empirical evidence, becomes a central building block for strategic planning and management. Currently, the Evaluation Office *Essentials* publication draws on such empirical evidence gained through conceptual and evaluation documents from internal and external sources to present policy options and lessons learned across a wide range of development services of corporate priority. The topics covered by *Essentials* during the reporting period, some of which are at the publication stage, include information and communication technology; human rights; reversing trends of HIV/AIDS; elections; and internally displaced persons.

23. Internal assessments by the Evaluation Office repeatedly reveal that the current design of the UNDP Central Evaluation Database (CEDAB) requires substantial redesign to conform to RBM principles and function as a real-time instrument for organizational learning. CEDAB currently functions as a stand-alone database system, placing more emphasis on the collection rather than on the knowledge-sharing dimensions of evaluation information. Consequently, CEDAB is being redesigned to function as an integral component of the emerging architecture of the UNDP knowledge-management system. It will function as a web-enabled knowledge-sharing module of UNDP evaluative work and empirical lessons, linked to a search engine that will capture evaluation-specific records.

24. Since 1998, the Evaluation Office has promoted an evaluation network (EVALNET) as a networking and learning mechanism to build evaluation capacity development within UNDP country office staff. EVALNET members have contributed to the realignment of monitoring and evaluation practices with RBM principles and provided inputs to the development of a UNDP evaluation-tracking system. Although this kind of involvement has allowed a field-based practitioner's check on the refinement of monitoring and evaluation instruments, EVALNET has not harnessed its full networking potential and the exchanges among members have been limited in terms of lessons and learning. In the context of the knowledge-management strategy being prepared in UNDP, the composition and role of EVALNET will be adapted to fit in with the organization's strategy for effective organizational learning.

25. With the increasing focus on development results, building evaluation capacity development, particularly within partner countries, remains a central endeavour to facilitate the move towards enhanced development effectiveness. The UNDP Evaluation Office and the Operations Evaluation Department (OED) of the World Bank are working together towards the establishment of the International Development Evaluation Association (IDEAS). The key goal of IDEAS will be to advocate development evaluation as a key tool for promoting transparency and accountability in decision-making and governance processes at the country level, and facilitating knowledge-learning on

evaluation and development issues at the global level. The Interim Steering Committee of IDEAS, with a majority of representatives from the South, is developing proposals for the constitution, work programme and financial plan for IDEAS. The proposals will be presented to a broader constituency in early 2002 to mark the formal launching of IDEAS.

26. The Inter-Agency Working Group on Evaluation (IAWG) constitutes another key channel to foster the development of evaluation capacity at the donor level, addressing issues and challenges for organizational and development effectiveness. An external review of the IAWG, with the objective of assessing its effectiveness and value-added, concluded that the IAWG has been useful as an informal forum for the exchange of information but has not been output-driven in the interest of developing evaluation capacity among member organizations. As a firm step to correct its marginal role to date, the IAWG decided at its last meeting (April 2001) to adopt key changes in its objectives, modalities of conducting business and priority areas for the current year. A major change has been the creation of theme-based working groups, each coordinated by a member champion and with a specific agenda and annual workplan with agreed deliverables. The four working groups created are: United Nations Norms and Standards (UNICEF as champion); Knowledge and Learning (champion being identified); UN Development Assistance Framework (UNDAF) (UNFPA as champion); and Evaluation-Capacity Development (World Bank as champion). Each working group will ensure that the dissemination of the products and outputs produced under its mandate are targeted at higher levels of the United Nation system and individual member organizations. In effect, the results and performance orientation taken by IAWG members reflects the partnership principles that are central to RBM and the pursuit of higher-level development change.

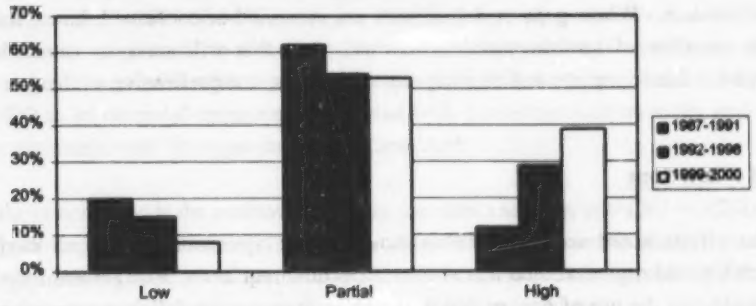
III. ASSESSING SUBSTANTIVE PERFORMANCE

A. Macro-level results from project data

27. For the second year, UNDP performance is being systematically assessed through the empirical findings from project evaluations conducted since 1987. The first UNDP report on development effectiveness made available to the Executive Board at its third quarter session 2000, marked the initial effort to assess UNDP effectiveness in achieving desired development outcomes. The analysis presented complemented and in some cases strengthened the conclusions of the ROAR 1999. The report on development effectiveness initiated a long-overdue debate within UNDP and with the Executive Board on how to assess UNDP development performance. Work is currently being completed on the second report, which updates the findings of the first report with an additional 150 UNDP evaluations conducted during the period 1999-2000.

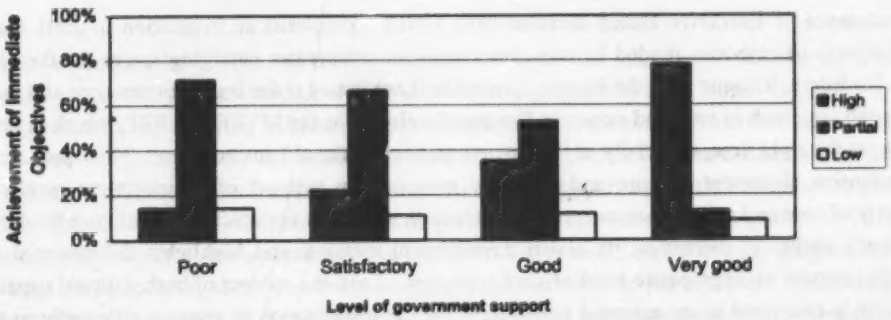
28. The empirical evidence contained in the report on development effectiveness for 2001 (to be issued in November 2001) reconfirms more forcefully the findings reported in 2000, that UNDP performance is increasing in the achievement of the immediate objectives of projects, as measured through the three different set of periods that group evaluations by the year in which they were conducted: 1987-1991, 1992-1998, and 1999-2000. The percentage of projects that had a low achievement of immediate objectives decreased by 47 per cent between the most recent period and the previous one while the percentage of projects that had a high achievement rate over the same two periods increased by 34 per cent (figure 1). Overall, the share of UNDP projects rated as having significantly or partially achieved their immediate objectives increased from 83 per cent for the 1992-1998 period to 92 per cent for the 1999-2000 period.

Figure 1: Achievement of immediate objectives:
A comparison over time



29. The empirical evidence of the first report on development effectiveness revealed the importance of ownership in shaping levels of performance. Figure 2, based on the latest evaluative evidence for the period 1999-2000, illustrates this relationship clearly: 78 per cent of all interventions that enjoyed a very good level of government support achieved their immediate objectives to a high degree, only 9 per cent were poor performers. These figures represent an increase, respectively, from the 60 per cent and 5 per cent reported in 2000 for the period 1992-1998. For interventions that enjoyed a poor level of government support in the 1999-2000 period, the performance rate for both high and low levels of achievement of immediate objectives was 14 per cent while 71 per cent achieved their objectives to a partial degree.

Figure 2: Achievement of immediate objectives by level of government support



30. The focus of the report on development effectiveness for 2001 is not only on project performance but, equally important, on two particular thematic questions: the importance of ownership as an influence on development outcomes; and the means to enhance the upstream policy impact of UNDP interventions through project-level design and implementation modalities. Based on the evaluative evidence to be presented in this year's report, it emerges that the principal strategies used by UNDP to promote national ownership include development and use of global standards, serving as an impartial broker, and use of the programme approach. The principal strategies for upstream assistance include provision of policy advice and advocacy, promotion of national dialogue, and interventions aimed at capacity development.

31. On both national ownership and upstream assistance, the empirical evidence points out that policies and strategies that directly target these two factors have a greater impact on development effectiveness. At the same time, however, the project data from which these conclusions are drawn is still limited, nor does the evaluative evidence provide sufficient information to be able to compare the benefits of various strategies to promote national ownership or upstream action. In addition, the analysis is not sufficiently desegregated to reflect differences in the country context or

to guide decisions about strategy alternatives. Among these and similar conclusions being established, the development effectiveness report will also signal next steps to make use of lessons learned and signal initial benchmarks for future evaluative work and research. Where gaps or deficiencies are identified or confirmed during the exercise, UNDP will seek answers to the question of how to establish new practices that will serve to establish the critical mass of information required for future reports and to carry out a rigorous, comprehensive evaluative assessment of UNDP performance.

B. Completed evaluations

32. Through the efforts noted above, UNDP is making more systematic use of all evaluative work for both substantive accountability and organizational learning. UNDP now requires a management response from all strategic evaluations and it catalogues the use of evaluations through the management follow-up on recommendations. For the reporting period covered by the present report, the corporate-level programme of strategic and thematic evaluations managed by the Evaluation Office comprised: evaluation of UNDP non-core resources; evaluation of direct execution; and UNDP/Government of Japan joint evaluation of Japan-funded, UNDP-administered programmes in East Timor and Kosovo. These evaluations provide empirically based findings to help to inform corporate policy and strategy on vital corporate issues: programme-financing mechanisms; efficiency of delivery systems; and conflict and post-conflict assistance. The in-depth evaluations of the first global cooperation framework, conducted by BDP and presented to the Executive Board at its third regular session 2000. The evaluation work of the UNDP associated funds and programmes, examined below, is also a key contribution to the organization's body of empirical evidence.

1. UNDP evaluations

Evaluation of UNDP non-core resources

33. In pursuance of Executive Board decision 98/2, UNDP completed an evaluation in 2001 that explores and addresses all aspects of activities funded by non-core resources, anticipates emerging issues for the organization and lays the basis for future dialogue with the Board. Central to these issues is the link between core and non-core funding and the integrated approach to core and non-core funding developed in the MYFF and SRF, which is proving to be the right approach, at the right time, especially in the current realities of the aid environment. This approach reinforces the need for substantive alignment of core and non-core resources in support of development results. Beyond the complementarity of core and non-core resources, the evaluation addresses the specific role of core funding in furthering the organization's ability to deliver on its global development mandate and highlights the essential features of the organization that require an appropriate level of core resources. Last, the subject of both national capacity and UNDP internal capacity is examined as an essential component for the organization to operate efficiently in an increasingly competitive environment.

34. The recommendations made in the report are grounded in the empirical evidence gathered by the evaluation team and, as such, provide useful insights for UNDP as it defines its strategy and policy for non-core funds. UNDP presented its management response to the Executive Board at its annual session 2001 in document DP/2001/12, endorsing the findings of the evaluation, particularly as they relate to the MYFF. The need to enhance UNDP capacity for resource mobilization was acknowledged. It was also stressed that core resources remain the bedrock of UNDP, and, while non-core resources provide an important complement to core funding, the two are not interchangeable.

Direct execution

35. At the request of the Associate Administrator, with support from the Office of Audit and Performance Review (OAPR), the Evaluation Office carried out an evaluation of UNDP experience with direct execution. Concluded in the third quarter of 1999, the evaluation addresses specifically the designation of UNDP as the executing agent. The annex to document DP/2001/CRP.13 contains an executive summary of the evaluation. The key overall conclusion was that now is the time for UNDP to carry out a fundamental rethinking of execution in the broader sense in line with the focus

on results and the new UNDP business model. The key challenge at hand is to determine the appropriate package of UNDP service delivery methods that respond to UNDP present and future needs. The solution may well lie in the emphasis in the evaluation that UNDP should possess a flexible range of modalities that will enable it to provide technical and implementation assistance in a manner that is client-responsive, cost-effective and transparent. The evaluation report envisages a range of flexible service delivery and implementation modalities, with an expanded use of direct services by UNDP as an essential component combined with a coherent accountability and oversight framework and clear performance standards with the requisite internal capacities.

36. Underlying the conclusions is the evaluation finding that direct services provided by UNDP are not detrimental to national ownership or capacity-building. On this basis, the evaluation recommends that national ownership and capacity development be defined in terms of commitment to and leadership of key processes for development results, rather than in terms of the process followed or compliance with UNDP procedures.

37. Early thinking on the management response was presented to the Executive Board at its annual session 2001, in document DP/2001/CRP.13. UNDP welcomed the opportunity to take a new look at the execution system in view of the need for responsiveness, performance and speed, and to pursue a radical simplification of cumbersome procedures. It was underlined that UNDP remains committed to national ownership. In light of the changes recommended, it was recognized that the annual session 2001 marked the beginning of a process of dialogue with the Board and the UNDP development partners. Members of the Board expressed interest in discussing the relationship between national execution and direct execution, the relation between the policy advice services and implementation services, as well as capacities and the practical consequences of the proposed changes.

UNDP/Government of Japan joint evaluation of Japan-funded, UNDP administered programmes in East Timor and Kosovo

38. This joint evaluation by UNDP and the Government of Japan was launched in January 2001 with the aim of reviewing progress achieved by Japan-funded, UNDP-administered projects in East Timor and Kosovo. In total, nine projects will be evaluated, all covering infrastructure rehabilitation objectives at a volume over $60 million. As an example of real-time evaluative work, the evaluation report includes detailed recommendations focusing on project reorientation, budgetary revision, as well as recommendations on adjustments in institutional practice that could benefit UNDP as well as the Government of Japan in providing assistance in post-conflict situations. Three key lessons emerging from this portfolio of assistance provided in both East Timor and Kosovo are: (a) infrastructure projects can bring critical, large-scale benefits, thereby serving as entry points to other important areas, such as upstream policy advice; (b) infrastructure projects are likely to need special sustainability measures, particularly through complementary parallel assistance in capacity development, institution-building and cost-recovery schemes; and (c) post-conflict projects need to start expeditiously and remain flexible throughout their development and implementation phases, as a means to maintain the involvement of beneficiaries and meet their needs effectively.

39. So far the process of conducting a joint evaluation has proven to be an effective mechanism in directly addressing the growing demand by taxpayers in donor countries to know whether their money is being used appropriately to improve people's lives. The initial draft report of this evaluation was the basis for a high-level workshop in Japan to make visible the contribution and benefits of Official Development Assistance (ODA) in East Timor and Kosovo. The findings and empirical evidence generated through evaluative work points to the opportunities to introduce joint evaluations as a more standard development practice and as a link between ODA and taxpayers.

2. Evaluations by UNDP associated funds and programmes

40. Much work remains to be done by UNDP in order to involve the funds and programmes more closely in the realignment and application of RBM monitoring and evaluation practices. Whereas some of the funds and programmes

have started producing ROARs, UNDP recognizes that results-oriented practices and methodologies can be strengthened in the evaluative work of funds and programmes, particularly to ensure that the totality of the UNDP monitoring and evaluation function becomes a corporate instrument for organizational efficiency and development effectiveness. The evaluation results from the funds and programmes provide ample evidence that UNDP can move more in the direction of this integrated, coherent approach.

United Nations Capital Development Fund (UNCDF)

41. UNCDF conducted 19 programme and project evaluations, covering the infrastructure sector, local governance, eco-development and microfinance. The UNCDF Evaluation Results report for the year 2000 presents the major conclusions from these evaluations: projects demonstrate major movement from blueprint infrastructure-type projects to local development, eco-development, and microfinance operations; projects are implemented in concert with local government and increasingly involve the participation of citizens and NGOs; projects strengthen management capacities of government and civil society organizations; and projects succeed in strengthening local capacities and the construction of infrastructure that contributes to reducing poverty.

42. The evaluations conducted point equally to certain weaknesses: maintaining corporate coherence among the many involved organizations in developing participatory forms of government is a major challenge; microfinance and eco-development strategies are far from sound; monitoring and evaluation systems remain weak, owing partly to a lack of conceptual clarity on what is needed and partly to structural problems in the focus of attention when projects are initiated; the complete mainstreaming of a gender perspective remains a challenge; and management structures that are less than clear, plans that are over ambitious and analytically weak, and conflicting agendas among management stakeholders undermine performance.

43. The evaluations also pointed out that UNCDF has made some improvements, particularly in the area of monitoring and evaluation. Among the positive changes, UNCDF has established corporate guidelines for project operational plans as well as for annual work plans that will feed into the RBM process. In response to the lessons regarding gender issues, the organization is undertaking an impact assessment to identify the areas for improvement in the mainstreaming of gender issues within local governance and natural resource management.

44. Finally, UNCDF has modified its formulation process to allow for greater ownership of the process within the programme country and to ensure that all necessary analyses have been undertaken prior to the final approval of a project. The Fund's particular niche of working at the local level through local authorities coincides well with UNDP concentration at the upstream level. Most of UNCDF projects, particularly in the area of local governance and natural resource management, are carried out in collaboration with UNDP. Consequently, the two organizations derive mutual benefit from working closely together in finding effective mechanisms by which lessons learned can be disseminated widely and upscaled for greater impact at both UNDP and national policy levels.

Montreal Protocol

45. The Montreal Protocol Multilateral Fund completed evaluations of Montreal Protocol programmes and projects in the areas of foam, training, and refrigerant recovery and recycling. Evaluation field visits are also being undertaken during 2001 to complete the evaluation on solvent projects. Together with evaluations done in 1999, almost all UNDP Montreal Protocol projects have gone through the extensive monitoring and evaluation process of the Multilateral Fund.

46. Based on the recommendations of the Montreal Protocol evaluation reports, specific changes were made to the Multilateral Fund (MLF) policies, procedures, guidelines and criteria for increased accountability by all parties concerned to improve efficiency and effectiveness of the project and to ensure the sustainability of the phase-out in countries of ozone-depleting substances. Moreover, the UNDP Montreal Protocol Unit has drawn on the results and

lessons learned from these evaluations, together with the changes made in the MLF policies, procedures, guidelines and criteria, to make further adjustments and improvements to its operational procedures in the formulation and implementation of the UNDP Montreal Protocol projects.

United Nations Volunteers (UNV)

47. In 2000, UNV conducted five evaluations of country projects, one regional review and two major strategic reviews. The strategic reviews were on the use of the Special Voluntary Fund (SVF) and on UNV involvement in conflict resolution and confidence-building.

48. The review of the SVF highlighted a series of issues, one of which was the need to focus the use of resources better and more strategically. This is in line with a new initiative launched with six UNDP country offices, which aims at demonstrating UNV value-added for the upstream/downstream interface in the area of governance and to support the linkages between civil society and government structures. The review of UNV involvement in conflict resolution and confidence-building was the first in a two-step review of UNV involvement in crisis and post-crisis situations. As such, major policy-level decisions and follow-up will be taken only after the second step has been completed during the second half of 2001.

49. It has been a recurrent theme in evaluations that critical characteristics of UNV volunteers include that they respond positively to the needs of partners in the South, that they are qualified in their fields of specialization as well as culturally, and that they interact constructively with the target population. However, there are also some recurrent issues that need to be addressed. One is that UNV volunteers should be better prepared for their assignments before actually taking them up. To this effect, UNV has developed a comprehensive briefing kit. Another issue is that the in-country back-stopping demands on the UNV programme officers require bigger investments in capacity development. In response to this, UNV has developed and is introducing a learning-cycle approach spanning from the initial recruitment to the end of the assignment. This cycle aims at addressing the individual needs of staff with respect to identified core competencies as well as at strengthening their capacities to support key elements of the UNV business plan.

Global Environmental Facility (GEF)

50. Between July 2000 and June 2001, UNDP/GEF completed its annual project implementation review, seven project evaluations, and has participated in over 10 broader thematic studies and evaluations conducted by the GEF secretariat. The key findings, recommendations and emerging actions that result from this body of evaluative work stress that many UNDP/GEF-funded projects produce catalytic, and replicable effects that go beyond project-specific goals: greater awareness about global environmental issues (at the local and national level); changed attitudes; the establishment of new policies and regulations; and the replication of successful project approaches. The interaction of UNDP/GEF projects with other organizations also ensures that all partners benefit from synergy effects and the complementarity of follow-up projects. As a result of this recommendation, UNDP/GEF is piloting the creation of learning portfolios, as a mechanism for projects that share similar approaches and strategies to exchange their experience.

51. Another key finding is the recognition that the development of national capacity is the key factor to address global environmental problems successfully. Capacity-development efforts, therefore, have to go beyond the boundaries of specific projects to sustain and create capacity on a broader, systems level. The self-assessment of capacity needs at the national level has been recognized as an important step. The GEF Council took action on this recommendation in May 2001 and has initiated processes so that the self-assessment of capacity-building needs can begin immediately in countries that request such assistance.

UNIFEM

52. UNIFEM continued to develop mechanisms to link its evaluation and assessment activities with broader strategies of organizational learning and RBM. Evaluations of thematic initiatives across regions were undertaken, including on those on UNIFEM work in gender and trade, as well as on a portfolio of projects from the Trust Fund in Support of Actions to Eliminate Violence against Women. Key projects were also evaluated, including pilots to link women producers to markets and national-level activities to address gender-based violence.

53. The evaluation of UNIFEM gender and trade programmes in all regions was undertaken using a collaborative approach, developing learning questions, conducting field visits and desk reviews, and engaging graduate students and economists with strong gender perspectives. A similar process was used to evaluate and learn from the advocacy strategies and materials used in the UNIFEM-led inter-agency campaigns to end violence against women.

54. A learning component was established to generate lessons from the UNIFEM Trust Fund in Support of Actions to Eliminate Violence against Women. Ongoing learning and assessment activities aim to identify the critical success factors in seven projects that generated valuable lessons on ending gender-based violence, particularly through community-based strategies. The initiative is generating programming principles relating to involving men in ending gender-based violence, securing the buy-in of community leaders, and building commitment of families to protect their daughters.

55. UNIFEM is placing a major emphasis on devising systems and approaches to ensure that evaluation findings make their way into programming, policy decisions, organizational learning and RBM. Both the approaches and the preliminary findings from project-oriented evaluations on ending violence against women will form the basis of an organization-wide thematic evaluation of gender-based violence and are the inspiration for the next edition of UNIFEM flagship publication, *Progress of the World's Women 2002*. UNIFEM has learned that comprehensive support and follow-up must be built into evaluation activities to ensure their application to programming. As an example, the assessment carried out on UNIFEM gender and trade activities has stimulated the creation of an internal "learning circle" on gender and trade. The plan is to use electronic communications to further develop principles to improve UNIFEM efforts to engender trade policies and practices at the macro, meso and micro levels. UNIFEM is also making efforts to share more widely the results of evaluations and assessments, particularly by institutionalizing consultations to share lessons learned and evaluation results.

IV. DIRECTIONS FOR THE FUTURE

56. The evaluation function is critical to the new UNDP. It plays an increasingly central role in results based management, in demonstrating UNDP effectiveness and in contributing to a performance-driven culture in UNDP. While much progress has been made, there are equally large challenges ahead for the evaluation function in general, and for the Evaluation Office in particular, in ensuring that empirical evidence becomes a driving force for improved policies, programmes and management. To this end, and building on the progress noted in the present report, UNDP will pursue the following strategic directions:

(a) Reinforcing results-based management. There is a key challenge here to mainstream the culture of measurement, and results-oriented monitoring and evaluation in the organization. This goes beyond aligning monitoring and evaluation instruments and includes further refinement of RBM approaches, stronger technical support to country offices and headquarters programme units, and more effective training, so that the UNDP commitment to managing for results is reinforced and UNDP remains in the forefront of change among development agencies and can credibly demonstrate development impact;

(b) Building partnerships. As UNDP moves towards influencing development outcomes and building coalitions in support of change, investing in evaluation partnerships becomes key. It is critical that this partnership extend to enhancing the evaluation capacities of partner countries. Bearing in mind the synergy and the value that partnerships generate, UNDP and the Evaluation Office in particular will give priority attention to increasing the number of joint evaluations at the corporate level in key strategic areas and at the country level for the outcomes being pursued. This strategy is consistent with the trends seen across most development organizations, which today are making a concerted effort to leverage partnerships as a means to improve the overall impact and effectiveness of their development assistance;

(c) Making substantial progress in learning lessons. UNDP will give priority to generating and using lessons learned based on empirical evidence. The key challenge ahead will be to link all relevant instruments existing within UNDP that contribute to substantive accountability and performance assessment as integral parts of the organization's knowledge management strategy and RBM management information system, both of which are currently under development. As both systems become operational over the near future, focused efforts will be required to make operational the link between empirical evidence and organizational learning processes, products and systems.

57. RBM is producing a fundamental change in the culture of UNDP, introducing strategic direction, ensuring transparent accountability of how UNDP utilizes its development resources and identifying the difference these resources are making to the lives of people. This is leading UNDP to transform the evaluative function from a bureaucratic practice of fulfilling established procedures and pro forma compliance into evaluation as an integral part of strategic planning and management. Evaluative evidence needs to become a critical input into the broader process of defining organizational focus, policy, and priorities, in the interest of contributing to a more effective and relevant UNDP.

V. EXECUTIVE BOARD ACTION

58. The Executive Board may wish to take note of the present report.

Annex

EVALUATION COMPLIANCE

I. INTRODUCTION

1. The present report is the sixth on evaluation compliance submitted to the Executive Board. It provides information on the progress on compliance with the requirement of mandatory evaluation for the portfolio of projects approved in 1991, 1992 and 1993. As stated in the previous report (DP/2000/34), there will be no further reporting on the performance of the 1990 portfolio, which surpassed the target of 70 per cent set for the end of 1999. Thus, the reporting on compliance is limited to three portfolios, namely projects approved in 1991, 1992 and 1993. The presentation of the data is based on the format of previous analyses (DP/1996/CPR.7, DP/1997/16 Add.4 (annex II), DP/1998/19, DP/1999/17 and DP/2000/34).

II. COLLECTION OF REPORTS AND EXTRACTION OF DATA

2. The Central Evaluation Database (CEDAB) is an institutional memory, based on in-depth evaluations of the relevance, performance and results of UNDP-supported programmes and projects. The Project Evaluation Information Sheet (PEIS), is an abstract of the full evaluation report, which - when completed - enables the Evaluation Office to enter the data pertaining to every project/programme evaluation in CEDAB.

[1] The evaluation team leader must submit, together with the full evaluation report, a PEIS based on the evaluation report. The country office or headquarters unit that manages the evaluation must ensure compliance with the requirement of submission of the PEIS (Section 7.4.6 of Chapter 7 of the UNDP Programming Manual)

A. Global analysis

3. The Evaluation Office received a total of 1,903 evaluation reports for the period 1990 to 2000 (table 1) as against 1,818 for the period 1989 to 1999. This increase of 5 per cent, indicates a continuous improvement in the rate of evaluation of projects.

TABLE 1. Total number of evaluation reports received by the Evaluation Office by year of evaluation

1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	Total
265	242	202	146	150	155	122	99	157	187	178[a]	1903

[a] As of July 2001, the number of evaluations conducted in 1999 and received by the Evaluation Office by July 2000 was 141 compared to the 178 shown here. This represents an increase of 26 per cent.

B. Breakdown of evaluation reports provided by regional bureaux

4. The Regional Bureau for Asia and the Pacific (RBAP) continues to lead the submission of evaluation reports since 1992, constituting 37 per cent of the total number of evaluation reports received in 2000 (table 2). The Regional Bureau for Latin America and the Caribbean (RBLAC) is second with 17 per cent, followed by the Regional Bureau for Europe and Commonwealth of Independent States (RBEC) with 16 per cent; the Regional Bureau for Africa (RBA) with 14 per cent; the Regional Bureau for Arab States (RBAS) with 11 per cent; and the Bureau for Development Policy (BDP) with 5 per cent.

TABLE 2. Number of evaluation reports received, by bureau and year of evaluation

	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	Total
RBA	141	114	85	40	59	42	37	12	31	31	25	617
RBAP	77	95	78	71	67	57	37	54	82	90	66	774
RBAS	21	12	18	10	7	11	24	12	13	6	20	154
RBEC	1	0	1	1	0	4	0	3	9	30	28	77
RBLAC	24	17	18	15	14	28	17	18	21	27	30	229
BDP	1	4	2	9	3	13	7	0	1	3	9	52
Total	265	242	202	146	150	155	122	99	157	187	178[a]	1903

[a]As of July 2001, the number of evaluations conducted in 1999 and received by the Evaluation Office by July 2000 was 141 compared to the 178 shown here. This represents an increase of 26 per cent.

C. Findings

5. The positive trend of an increase in the receipt of evaluations continues as of July 2001. The number of reports conducted in 1999 and received by the Evaluation Office by July 2000 was 141 compared to the 178 shown here. This represents an increase of 26 per cent. This is a significant achievement considering that 2000 was a year of major organizational changes. The requirement that evaluators complete a PEIS is still not observed for all the evaluations conducted, limiting the capture of lessons learned from evaluations and their recording in CEDAB as institutional memory.

III. COVERAGE

A. Existing rules

6. In chapter 7 (Monitoring and Evaluation) of the UNDP Programming Manual, it is stated that projects and programmes with budgets of $1 million or more should be subjected to mandatory evaluation.

B. Mandatory and other evaluations

7. While the number of mandatory evaluations for projects approved has gone up by 29 per cent from 104 in 1992 to 134 in 1993 (shown in table 3), there is a sharp decline in the number of non-mandatory evaluations, which has dropped by 90 per cent.

TABLE 3. Number of evaluation reports received, by year of project approval

Type of evaluation	Year of approval				
	1990	1991	1992	1993	Total
Mandatory evaluations	131	108	104	134	477
Non-mandatory evaluations	59	42	109	11	221
Total	190	150	213	145	698

C. Financial coverage of projects subject to mandatory evaluation

8. The sources of the financial data for projects approved in the period 1990-1993 are: (a) main programme records of the annual report of the Administrator for 1991-1994; and (b) information provided by Office of Information Services and Technology (OIST), at the request of the Evaluation Office.

9. Tables 4 and 5 show the number of projects of $1 million or more as a percentage of the total number of projects approved and the financial coverage of these projects, respectively. For the period 1990 –1993, the 15 per cent of projects for which mandatory evaluations are required account for an average of 66 per cent of total financial resources allocated to projects.

TABLE 4. Number of mandatory evaluations as a percentage of the total number of projects approved

	Year of project approval				
	1990	1991	1992	1993	Total
Number of projects approved	1256	1152	1395	954	4757
Number of projects above $1 million	210	160	180	167	717
Coverage (percentage)	17	14	13	18	15

TABLE 5. Financial coverage of projects subject to mandatory evaluation ($ million)

	Year of project approval				
	1990	1991	1992	1993	Total
Financial resources for all projects approved	850	631	841	782	3104
Financial resources for projects above $1 million	526	408	579	551	2064
Coverage (percentage)	62	65	69	70	66

D. Findings

10. The percentage of projects over $1 million is increasing and indicates that the criterion for mandatory evaluations is still a valid one and provides adequate coverage for accountability purposes.

IV. COMPLIANCE

A. Overall compliance

11. The overall combined rate of compliance for the portfolio of projects approved from 1991 to 1993 is 55 per cent, which is lower than the 64 per cent rate reported last year for the period 1990 to 1992. The portfolio of projects approved in 1991 has attained a rate of compliance of 72 per cent, which is 3 per cent short of the targeted 75 per cent, but a percentage point above the 2000 record. RBAP and RBAS have surpassed their target with 84 per cent and 77 per cent respectively. In view of the fact that the 10-year period for the full evaluation cycle has elapsed, there will be no further reporting on the performance of the 1991 portfolio. The rate of compliance for projects approved in 1992 has increased from 56 per cent (as reported in 2000) to 60 per cent. The initial compliance rate for the portfolio of projects approved in 1993 is 44 per cent.

12. In calculating the compliance rate, if one takes into account the number of evaluations scheduled and the number of reports awaited, the rate of compliance for the 1991and 1992 portfolios increases, respectively, from 72 to 79 per cent and from 60 to 67 per cent. Under this same consideration, the initial compliance rate for 1993 increases from 44 per cent to 58 per cent.

TABLE 6. Strict and likely compliance (numbers and percentage)

	Year of project approval			
	1991	1992	1993	Total
Mandatory evaluations	160	180	312	652
Mandatory evaluations less those not conducted with full justification (A)	151	173	307	631
Reports received (B)	108	104	134	346
Compliance (per cent) (B/A)[a]	72	60	44	55

[a]Rate of compliance based on total number of projects approved less those projects not conducted with full justification.

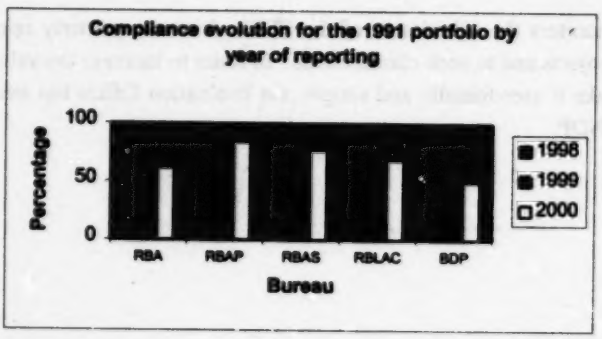
Compliance status of 1991 portfolio by bureau

13. A compliance rate of 72 per cent has been achieved for 1991. While this is up from 64 per cent reported last year, it is short of the targeted 75 per cent. A major reason for the shortfall is that 17 per cent of the projects from the 1991 portfolio are not being evaluated owing to a variety of reasons. By taking into account the evaluations scheduled and the reports awaited, the rate of likely compliance is 79 per cent. RBAP has registered the strongest performance with a compliance rate of 84 per cent (up from 78 per cent reported in 2000) in spite of having the largest portfolio of projects. At 77 per cent, RBAS has registered the highest rate of increase of 43 per cent (up from 54 per cent reported last year). RBLAC improved its performance from 63 per cent reported last year to 69 per cent. The low level of compliance rate for BDP (up from 29 per cent to 50 per cent) also affected the attainment of the targeted 75 per cent.

TABLE 7. Compliance status of the 1991 portfolio by bureau (numbers and percentages)

	RBA	RBAP	RBAS	RBEC	RBLAC	BDP	Total
Projects over $1 million	52	60	13	1	28	6	160
Not conducted with full justification	2	5	0	0	2	0	9
Evaluations received	31	46	10	0	18	3	108
Compliance (per cent)[a]	62	84	77	0	69	50	72

[a]Rate of compliance based on total number of projects approved less those projects not conducted with full justification.



B. Compliance of evaluation plans by bureau

14. The overall compliance rate for the submission of evaluation plans for 2000 is 68 per cent. RBLAC has submitted the highest number of evaluation plans (91 per cent), followed by RBAS (88 per cent). The rate of on line submissions is very low, and for the period 1998-2003 stands at 24 per cent. In on line submissions, RBEC takes the lead with 31 per cent, followed by RBAS at 29 per cent

TABLE 8. Compliance status of evaluation plans for 2000

	RBA	RBAP	RBAS	RBEC	RBLAC	BDP	Total
Evaluation plans	19	18	15	19	22	0	93
Percentage	43	72	88	73	91	NA	68

C. Overall findings

15. For the previous portfolios (1988 to 1990), the target for evaluation compliance was set at 70 per cent. Having achieved that in 2000, it was decided to move the target for the 1991 portfolio to 75 per cent. The compliance rate of 72 per cent achieved in 2001, exceeded the achievement of 2000 (71 per cent) although it fell a little short of the increased 2001 target. This was partly due to re-prioritization of tasks made necessary as a result of the larger organizational changes that took place across UNDP. In addition, the target did not take into account the possibility of falling short of full attainment owing to conditions outside the control of some country offices such as changes in government, situations of conflict, etc.

16. The portfolio of projects approved in 1992 has attained a 60 per cent compliance rate, which increases to 67 per cent (likely compliance) if one takes into account scheduled evaluations and evaluation reports awaited. A compliance rate of 75 per cent can be attained only if projects constituting 38 unclear cases are evaluated.

17. The rates of compliance and likely compliance attained by the portfolio of projects approved in 1993 are 44 per cent and 65 per cent respectively, considerably below the current target of 75 per cent. The number of projects with unclear status is very high, comprising a record 127 cases.

18. The year 2000 represents the first year of reporting compliance records for evaluation plans. Although submission of evaluation plans is a policy requirement, only 68 per cent of country offices submitted their Evaluation Plans for 2000.

D. Follow-up to recommendations contained in the 2000 report

19. The Evaluation Office regularly monitors the submission of the PEIS. It sends quarterly reminders to the bureaux to follow up on the evaluation of projects and to seek clarifications. In order to increase the value of the PEIS as a knowledge and learning tool and to make it user-friendly and simple, the Evaluation Office has initiated steps to revamp it in line with the RBM system of UNDP.